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In Pentagon

Meditation Room Dedicated

Hundreds of Pentagon employes and dignitaries, including Secretary of Defense Melvin R. Laird, gathered at Corridor 10 Dec. 15 to dedicate the Pentagon Meditation Room.

The Meditation Room consists of two sections—one is rather dimly lit and intended for those who want to meditate or pray privately, the other is somewhat larger and intended for small groups of people.

Purpose of the area is to provide a place where men and women can reflect and pray and find guidance as well as inspiration in the pursuit of their daily endeavors.

Secretary Laird, a former Representative, is familiar with such a room since it was in 1955 that the Congress built its meditation room under the Rotunda of the Capitol Building.

In his remarks Secretary Laird said, "In a sense, this ceremony marks the completion of the Pentagon, for until now

(Continued On Page Two)

Secretary Of Defense Laird Sees 'New Spirit In NATO'

Secretary of Defense Melvin R. Laird attended the North Atlantic Treaty Organization Ministerial Meeting in Brussels, Belgium, Dec. 2-4, and when he returned to the U.S. wrote his impressions of the conference.

The Secretary's summary, under a covering memorandum dated Dec. 15 to the Assistant Secretaries of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Director of Defense Research and Engineering, and the Assistants to the Secretary of Defense, spoke of a "new spirit in NATO," and the significance of the meeting.

Secretary Laird released the following at a news conference Dec. 15:

The recent Ministerial meetings in Brussels were the most

(Continued On Page Three)

White House Is Site For Reenlistment Ceremony

President Nixon observes as Deputy Secretary of Defense David Packard (right) reenlists five men representing each of the Armed Services and the Coast Guard during a ceremony at the White House, Dec. 9. The President personally participated to emphasize the Nation's goal of reducing draft calls to zero and achieving an all-volunteer force. Those who reenlisted included (left to right): Staff Sergeant William L. Howell, Army, 177th Infantry Brigade, Ft. Benning, Ga.; Sergeant Timothy M. Hughes, Marine Corps, Marine Corps Barracks, Washington, D.C.; Petty Officer Kent R. E. Taylor, Navy, Staff of the Commander Cruiser-Destroyer Force, U.S. Atlantic Fleet, Newport, R.I.; Staff Sergeant Thomas J. Blazek, Air Force, Offut AFB, Neb.; Engineman 3d Class John R. Tidwell, Coast Guard, U.S. Coast Guard Cutter Dauntless, Miami, Fla. Relatives are in the background. (DoD Photo By PHC Thomas J. Mackesy, USN)

Secretary Laird addresses employes and dignitaries at dedication of the Pentagon Meditation Room.

In Pentagon

Meditation Room Dedicated

(Continued From Page One)

this building lacked a place where man's inner spirit could find expression."

The Secretary of Defense reminded the audience that the Pentagon has most facilities to satisfy the needs of the body. "In the Concourse and corridors of this building," he said, "can be found a wide range of goods and services of a material nature as well as places for work and duty.

GUIDANCE AND INSPIRATION

"Today," he continued, "we are dedicating a room in the Pentagon as a place where the needs of the spirit—the needs of the inner man—can find satisfaction. It is a place where men and women can reflect and pray and find guidance as well as inspiration.

"The room offers a setting in which we can pray as we like. Its existence is a recognition of our dependence on God if we are to progress toward the peace which we seek for ourselves and for all mankind. Peace is the business of this building. This small room is an affirmation of that, though we cling to the principle that church and state should be separate, we do not propose to separate man from God.

"For without Him, Who is the source of our being, the source of our wisdom, and the source of our strength, we can do nothing," Secretary Laird said.

The United States Marine Corps brass quintet furnished music for the dedication, including a vocal solo of the Lord's Prayer by William D. Jones, vocalist for the Marine Corps band.

After the prelude by the quintet, the ceremonies began with the invocation by John C. Broger, Director of Information for the Armed Forces, followed by Chaplain (Colonel) Hans E. Sandrock, USAF, Executive Director, Armed Forces Chaplains Board, who extended a welcome to those attending.

Chaplain (Major General) Francis L. Sampson, USA, Chairman of the Armed Forces Chaplain Board, conducted the Act of Dedication, in which those present joined.

At one point Chaplain Sampson said: "For comfort to those who mourn; for strength to those who are tempted; for those who seek the way." With that, the people added: "We dedicate this place."

Mr. Frank Render II, Deputy Assistant Secretary of Defense (Equal Opportunity), offered the Benediction.

Other dignitaries present for the dedication ceremonies included Assistant Secretary of Defense (Administration) Robert F. Froehlke and also from his office the Principal Deputy David O. Cooke, Thomas C. Embrey and Ronald E. Deane.

Secretary Of Defense Laird Sees 'New Spirit In NATO'

(Continued From Page One)

meaningful NATO conferences that I have attended as either a Congressman or as Secretary of Defense. They evidenced a new spirit in NATO—one in which our Allies fully recognize realities, both political and others, and resolve to take more of the defense burden upon their own shoulders. This spirit and the tangible decisions agreed upon in the recent meetings will enable us to go to Congress in a stronger position to defend our programs and policies pertaining to Europe and NATO. I believe that this new spirit reflects in large measure the emphasis which President Nixon has placed on consultations and discussions with our NATO Allies.

There were three areas of particular significance. First, the Ministers approved the NATO AD-70 Study accomplished over the past six months. It highlighted the need for more conventional deterrence and pointed out specific inadequacies in existing NATO capabilities. There was a unanimous feeling that more must be done in the conventional field and that modern and sufficient NATO tactical and strategic capabilities must be maintained. The communique said, "NATO's approach to security in the 1970s will continue to be based on the twin concepts of defense and detente."

A second important area of concern was that of detente. As a result of Warsaw Pact increases in military capabilities, particularly the Soviet Mediterranean build-up, the Soviet actions in the Middle East and the lack of progress in current negotiations on Berlin, there was a general feeling of caution as to the reality and substance of detente. The communique noted, for example, "The evidence thus far suggests that the USSR, intent on extending and strengthening its political power, conducts its international relations on the basis of concepts some of which are not conducive to detente." It also noted the "continuous rise in Soviet defense and defense related expenditures between 1965 and 1969 of about 5 to 6 per cent per year on average," and the steady build-up of military capabilities in a number of respects.

Consequently, rather than moving forward much beyond the positions established in Rome six months ago, the Ministers in Brussels specified that progress on Berlin be a precondition to multilateral explorations of the Conference on European Security in the following words, "They affirmed the readiness of their governments, as soon as the talks in Berlin have reached a satisfactory conclusion and insofar as the other on-going talks are proceeding favorably, to enter into multilateral talks with all interested governments to explore when it would be possible to convene a conference, or a series of conferences, on security and cooperation in Europe."

While my fellow Ministers reaffirmed the importance they attached to Mutual and Balanced Force Reductions, they noted that Warsaw Pact countries have not directly responded to past evidence of NATO interest. Consequently they did not go beyond the previous Rome communique in their treatment of Mutual and Balanced Force Reductions. In view of deployments over the last six months I think this air of caution with regard to the state of detente is fully justified.

Secretary Laird discusses NATO Ministerial meeting.

A third important area, that of burden sharing, set significant precedents which constitute a significant first step toward more equitable sharing of the NATO defense burden. Ten European nations agreed among themselves to provide almost a billion dollars of additional expenditures over the next five years divided about equally between improvements to their own forces and contributions to an additional infrastructure program for better communications and aircraft shelters. This is the most tangible evidence yet of European recognition that Europe must do more in its own behalf, and is also the first purely European endeavor of such importance in which the U.S. has played no direct role. It is the first important common move toward force improvement in the last 10-12 years. This demonstration of European awareness of realities, determination to face them, and relative self-reliance is good for both Europe and ourselves.

Finally, there is the beneficial impact of the President's latest commitment to maintain our NATO force capabilities which the ministers acknowledged in the following words, "The council received a statement from President Nixon which pledged that, given a similar approach by the other Allies, the United States would maintain and improve its own forces in Europe and would not reduce them except in the context of reciprocal East-West action. Ministers expressed their profund satisfaction at the reaffirmation of alliance solidarity expressed in this statement." There were many other expressions of gratification and confidence in this commitment, along with a healthy realization that Europe must do its part and that the forward momentum generated in these latest Brussels meetings must be maintained.

I am confident that we can do so. Working together with our Allies, we in the Defense Department will make every effort to keep this momentum strong and in the right direction, moving to achieve and maintain a conventional, tactical and strategic nuclear deterrent that will help achieve the goal of peace and freedom for NATO and the rest of the world.

Part 1

PEACEKEEPING AND THE UNITED NATIONS

The problem of maintaining peace on the many troubled fronts of the world was discussed by Samuel De Palma, Assistant Secretary of State for International Organization Affairs, during a recent seminar at Central Michigan University. Excerpts of his address on the roles that the U.N. has and can play follows in two parts.

My theme is that the United Nations has an important role to play in harmonizing the actions of nations in the pursuit of world peace, justice, and progress.

I shall discuss the U.N. as it is, not as it might have been, because the organization has developed quite differently from the aspirations of its founders.

Acting Effectively

We may as well begin by granting that there has been a marked loss of confidence in the ability of the U.N. to deal with current international problems, and especially about its capacity to act effectively in keeping the peace.

Yet the 25th anniversary of the U.N. comes at a time when there is greater recognition than ever before of the need for more international cooperation.

The need for law and order, for justice and progress, in a crowded world is painfully evident.

Yet, while the U.N.'s shortcomings are not to be minimized, it has a number of solid accomplishments to its credit.

It has fostered arms control agreements and recognition and respect for human rights. It is developing rules of law to regulate the behavior of nations in outer space, the high seas, and the seabed. It has raised living standards in underdeveloped countries and greatly assisted many new nations in acquiring their independence and in developing the human skills needed to run their countries.

Certainly in these areas its success has been greater than anyone could reasonably have expected when it was founded.

Potential Of U.N.

A realistic appraisal of the U.N.'s potential and its limitations is vital at a time when we are seeking to reduce the American presence abroad.

Our experience in Vietnam has made it painfully clear that unilateral and direct United States' efforts to deal with far-flung conflicts give rise to serious problems.

Obviously, we need to find other ways, including the use of international mechanisms, to help reduce the frequency and intensity of violence in the world, to provide a mechanism for accommodation in political crises, and to share the responsibilities and the costs of peacekeeping and economic development.

The Nixon Doctrine assumes that in a multipolar world our power will be less prominent, less directly employed. The watchword is more self-reliance by others, with our support.

I believe this means that in the '70s we will find ourselves compelled to try to operate more through multilateral institutions. The question is whether the U.N. can provide a realistic option for keeping the peace, and if so, what can be done to strengthen its capacities.

Major Confrontations

The framers of the U.N. Charter did their work extraordinarily well, but it was natural for them to assume that peace would most likely be threatened by aggressors of the kind they had encountered in World War II and before. They wrote dramatic provisions for mobilizing and ordering U.N. armed forces into action against such aggressors.

These provisions have never been used because they depend on cooperation among the major powers. The U.N. was not designed to act against the interests of the great powers. The cold war exposed the U.N.'s limitations in settling conflicts in which the interests of the major powers are in confrontation.

Experience has shown that the founders of the U.N. also underestimated the danger that could arise from quarrels of small nations, from the social and political turbulence within the many new nations, and from so-called wars of national liberation.

Rapid decolonization, desirable as it has been, has resulted in a proliferation of small, new nations and brought with it a new source of tension and instability.

Unique Exception

A number of the conflict situations, or acts of aggression if you will, which have occurred since the U.N. was founded have involved in a direct way the vital interests of one or more major powers.

One thinks of Korea, Hungary, Czechoslovakia, and Vietnam. With the unique exception of Korea, the U.N. was rendered powerless to act in these situations because of the conflicting interests of the great powers.

On the other hand, there have been many other conflict situations which did not so directly involve the interests of major powers and where there was the presumption of a common interest in localizing the dispute.

In more than a dozen such situations since World War II—twice in the Arab-Israeli and Indo-Pakistan conflicts, in the Congo and Cyprus disputes and others—the United Nations helped to end fighting, maintained a truce, and helped preserve

order with the voluntary cooperation of the parties directly involved.

Yet even in these cases it proved to be exceedingly difficult to achieve a political consensus among the big powers as to what kind of peacekeeping action could be mounted by the United Nations or how it should be authorized, financed, and conducted.

In mounting peacekeeping operations to cope with these disputes the United Nations had to rely principally on improvised procedures and arrangements, entirely consistent with, but not explicitly prescribed by the U.N. Charter. It also had to rely on voluntary offers of troops and facilities from member states.

Sharing the Costs

The Soviet Union and a few other countries have, however, argued that the operations carried out in the Congo and the Middle East were not in strict conformity with the Charter. They argued that the operations as directed by the Secretary General did not take into account their views and interests and were partial to ours.

The fact is that these operations reflected the overwhelming views of the members of the Organization. Nevertheless, the Soviets and a few others refused to pay their share of the costs.

Since that time, new peacekeeping operations have been mounted, but the financial basis has been uncertain.

Small observer missions in Kashmir and on the Suez Canal are being financed out of the regular budget, with the costs assessed against all of the members. The larger Cyprus operation, on the other hand, has had to be financed through voluntary contributions from about two dozen countries out of a membership five times as large.

It has incurred a large deficit.

A New Approach

With these problems in mind, we decided that the time was ripe for a new effort to seek a more reliable understanding on ground rules and procedures for the establishment, direction, and conduct of peacekeeping missions launched by the Security Council.

A central question at issue is the degree of flexibility to be left to the Secretary General to adapt operations to the circumstances of each case.

The Soviets have wanted all major decisions kept in the Security Council's hands where, of course, they can use the veto.

We have stressed that the Secretary General needs considerable latitude in managing an operation. We do not think it practical to require him to go back to the Council for a decision on matters of detail since that would subject operations decisions to the risk of a veto.

Peacemaking

We are also concerned with peaceful settlement of disputes, with *peacemaking* as distinguished from peacekeeping. This includes strengthening the capacity of the U.N. for investigating sources of tension, for mediation and conciliation, and for providing early warning of impending conflict.

To Be Continued

Dr. Foster Voices Concern Of Soviet R&D Programs

The Soviet Union now seems to be gaining on the United States technologically and if present trends continue could assume superiority in research and development in the latter half of this decade, the Director of Defense Research and Engineering, Dr. John S. Foster, told Navy League members in Miami, Fla., Dec. 5.

Dr. Foster took a brief look at trends in R&D stating, "Although the United States is technologically ahead of the Soviet Union today—by perhaps two to three years in most areas—the present relative efforts in military R&D force us to several serious conclusions."

Following are Dr. Foster's conclusions:

- The Soviets now seem to be gaining on the United States technologically at a rate of about one year in every three or four.
- If present trends persist, the Soviet Union could assume technological superiority in military research and development in the latter half of this decade.
- The loss of U.S. technological superiority would markedly reduce our understanding of the intelligence we do collect, and consequently would seriously reduce the confidence we would have in making decisions about future weapon systems.
- The present relative trends in quality—research and development—coupled with the comparable trends in quantity—deployment of numbers of improved weapons—will jeopardize the U.S. margin of security by the late '70s or early '80s.
- Recovery from any loss of U.S. technological leadership would not be feasible without enormous expenditures over many years—and without a grave risk of meanwhile losing our national margin of safety.

TALK WITH PW WIVES—H. Ross Perot, who has gained international prominence for his efforts to aid American prisoners of war and men listed as missing in action in Southeast Asia, talks to a group of wives of PWs during his recent visit to the Air Force Academy, Colorado Springs, Colo. The Texas millionaire spoke to the Cadet Forum and at a luncheon sponsored by the Colorado Springs for PWs organization. (USAF Academy Photo)

Military Medical Profession Studies New Concepts

"We have met the enemy—he is us." Assistant Secretary of Defense for Health and Environment Louis M. Rousselot said this thought has been expressed in association with the world's population explosion—a problem believed to be paramount in the medical profession.

For example, by 1975 it is expected there will be four billion people in the world. This compares with two billion in 1930, and one billion in 1830.

With the population of the world making giant gains, the military medical profession is developing new concepts to provide adequate medical attention.

Assistant Secretary Rousselot explained a few of the "on-going innovating projects" before the National Conference on College-affiliated Education Programs in Radiologic Technology at the University of Maryland Dec. 8.

As he put it: ". . . the primary objectives of the initial program are to analyze the State of the Art, the current system, and to identify areas of potential improvement to be incorporated into a prototype hospital."

Using the most advanced concepts and technology in today's health care inventory, the aim is to produce a medical environment fully responsive to modern military medicine and management techniques.

Included would be equipment and operational procedures designed to free doctors, dentists or other directors so they could devote their energies more fully to the tasks which demand fuller application of their professional talents.

This would be accomplished by designing equipment and operational procedures in a system where maximum utilization of new automation technology can be used. This, Dr. Rousselot said, is the "hall-mark" of the project.

Generally, the program consists of a massive gathering of medical data which will be stored in computers and used by examining personnel on an individual basis for diagnostic purposes.

To insure that quality patient care is not lost, the prototype "New Generation Hospital," when built, will serve as a pilot study for the entire program in which the results of experimental concepts may be fully tested and evaluated under actual conditions.

Programs underway include one at Fort Belvoir, Va., and Dr. Rousselot explained how it works. Known as the Automated Military Outpatient System (AMOS), its goal is to develop an automated information system and computer-stored medical records.

Dr. Rousselot explained:

"The first phase was the identification of the informational requirements for patient care in the general medical outpatient clinics and the development of the medical criteria and logic that govern the collection and organization of medical care data.

"System flow charts were developed to determine the data base required for each chief complaint, to define the patient care data required to direct patients to the proper care area and to define the patient care data required for appropriate treatment and disposition.

"From the flow charts, a multi-system questionnaire for obtaining history, physical examination and laboratory examinations was developed for each chief complaint.

"The data accumulated is fed into a computer which issues a print-out specifying what additional data is needed and/or referral of the patient to a specific clinic. However, a treatment schedule may be recommended.

"This information is then recorded in the computer for retrieval and monitoring purposes. This project has inherently, within itself, the development and testing of standards in health care delivery which can be used to determine a more effective training program for medical and paramedical personnel as well as a method of auditing performance.

"The net result should be a further extension of the physician's span of services."

Another innovative project along very similar lines is the Automated Medical Examining System (AMES) which is being developed by the Air Force.

Dr. Rousselot explained that it is a highly automated, computerized system of recording history and physical examinations at the Armed Forces Entrance and Examining Stations. "Our experience in this project," he said, "may transfer to other related areas."

But the Assistant Secretary of Health and Environment said the addition of the most sophisticated facilities and hardware to the Defense inventory will be meaningless unless preparations are made for adequate education, training of personnel and the necessary management techniques required to make them function efficiently.

He explained how the Navy is conducting a five-year study through the systems analysis approach to the entire Navy health care delivery system.

Dr. Rousselot said, "The current system and training have been described and the project is now concerned with job analysis and detailed task inventories for every occupation class including radiologic technology.

"These comprehensive and systematic task analyses of the health occupations are a new exploration of a previously unsystematically charted domain of the Navy. Because of the massive volume of data gathered, computer programs are used for statistical analysis of tasks.

"Following this stage, an education and training system will be developed to translate the job and performance requirements into specific training content and organization. The following phase will include the development of a core curriculum for each of the segments that make up the Navy Medical Department and the integration of appropriate instructional methods and techniques for all curricula."

He said it will also include the development of curricula unique to each group and a validation of both core and specialty related curricula.

The final phase will consist of programming for system management and will specify the appropriate revision of the architectural model for the education and training system that was developed at the beginning of the study.

PART of the communications central terminal arrives in the Republic of Korea. The equipment, made surplus by communications advances in Southeast Asia, is saving the government $9-million as it upgrades the ROK wideband network.

Modernization Of Communications Underway In ROK

Modernization of the U.S. military backbone communications in the Republic of Korea is scheduled to be partially completed next January and fully operational in early 1972, according to the U.S. Army Strategic Communications Command, Ft. Huachuca, Ariz.

Under the Army program, transistorized components made surplus by communications advances in Southeast Asia are replacing nine-year-old equipment in the Korean wideband network (KWN) at a savings of $9-million.

The Army's Strategic Communications Command (STRATCOM) has the overall mission of upgrading the KWN. Major John A. O'Brien of the joint management office, Eighth U.S. Army and STRATCOM Signal Brigade-Korea, is coordinating the project in the Republic of Korea.

STRATCOM is integrating the system with Korean Army communications, while the U.S. Air Force is upgrading Korean Air Force communications as a link with KWN.

The KWN, being modified at a cost of $7.9-million, spans 240 miles to link 55 sites and is composed of military and commercial microwave/tropospheric-scatter radio, land-lines and tactical VHF radio systems.

As manager of the Army's long-haul communications, STRATCOM engineers, installs, operates and maintains Army portions of the defense communication system.

COMMANDERS DIGEST

THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

Editor: J. C. Becher

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DoD Requests 17,000 Inductees For Army

The Department of Defense has requested the Selective Service System to provide the Armed Forces Examining and Entrance Stations with 17,000 inductees in January. All of these inductees are for the Army.

This request supports currently approved strength levels and will assure a timely flow of replacements for those completing their terms of service.

Total draft calls for Calendar Year 1970 were 163,500, as follows: January, 12,500; February, 19,000; March, 19,000; April, 19,000; May, 15,000; June, 15,000; July, 15,000; August, 10,000; September, 12,000; October, 12,000; November, 8,000; and December, 7,000.

Mojave Helicopters In Storage

The last two H-37 Mojave helicopters in the active Army inventory have been shipped from Ft. Rucker, Ala., to Davis-Monthan AFB, Ariz., for storage.

The H-37s not in storage are being used by the Army Reserve and National Guard.

A FIRST—Commander R. C. Miller, Commanding Officer of Fighter Squadron 11 (left), congratulates Air Force Lt. Col. Clifford Allison (center) after his landing on the carrier USS Forrestal with Major George Weeks, Dec. 5. This was the first time aboard Forrestal, and possibly aboard any carrier, than an all U.S. Air Force flight crew had landed a Navy aircraft. Both Air Force officers are on exchange duty with the Navy. Col. Allison is on the staff of the Commander, U.S. Second Fleet, while Maj. Weeks is a pilot with Fighter Squadron 11 embarked in USS Forrestal with Attack Carrier Air Wing 17.

the strength of the american spirit in
SEA prisons and in POW/MIA homes

. . . even in the face of up to six saddened holiday seasons

may the peace and joy
of christmas
be yours throughout
the new year.
My Name is Frances. My daddy is a pilot prisoner in Hanoi.
we miss him very much. Please God bring him Home.

as you celebrate christmas in the joy of your home surrounded by your loved ones, remember those americans who are prisoners or missing in southeast asia

"Children of an Air Force prisoner of war," by Maxine McCaffrey, courtesy Air Force Art Collection.

THIS CHRISTMAS CARD is typical of the many non-profit messages sent during the Holiday Season proclaiming concern for U.S. servicemen listed as prisoners of war/missing in action in Southeast Asia. Thousands of cards were distributed in 43 States and Puerto Rico by publishers and industry following initiation by PW/MIA Families, Inc., P.O. Box 100,000, Fort Walton Beach, Fla. 32548.

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